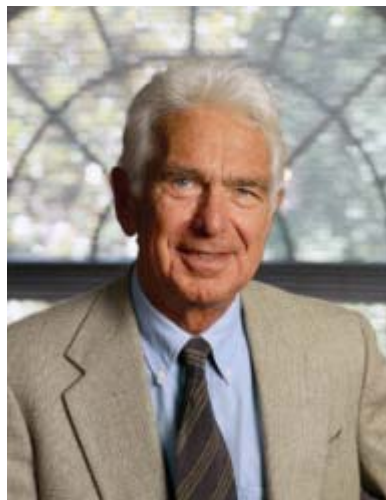


LINKAGE

The 2004 Linkage
**Excellence in Management &
Leadership Series**

The Six Competencies of Exemplary Leadership

Participant Guide



Featuring Warren Bennis

LINKAGE
INCORPORATED

© 2004 Linkage, Inc. All rights reserved.

Dear Participant:

Welcome to the Linkage broadcast, *The Six Competencies of Exemplary Leadership*. This is the third of ten broadcasts in Linkage's 2004 Excellence in Management & Leadership Series and features Dr. Warren Bennis, "Dean of leadership gurus" according to Forbes Magazine, and author/editor of more than 2000 articles and 27 books on the subjects of leadership, change, and creative collaboration.

Dr. Bennis will summarize decades of work in the field of leadership and identify six competencies of exemplary leadership. Using examples of past and current leaders, Dr. Bennis will outline the core capabilities required of tomorrow's successful leaders.

Whether you lead a project team or a Fortune 50 company, this broadcast and follow-up training will help you increase your effectiveness as a leader. Specifically, as a result of participating in this broadcast and follow-up training, you will be able to:

- Describe the value effective leaders contribute to the organization.
- Identify the six timeless competencies of exemplary leadership.
- Outline the critical components and outcome of each competency.
- Hone your own capability in each competency.

These participant materials have been designed to complement your participation in this broadcast with Dr. Bennis. Use the materials **before** the broadcast to learn more about Dr. Bennis and his leadership philosophy. In your preparation, complete the Leadership Inventory exercise on pages 9 through 11; during the broadcast, you will want to focus on competencies that will benefit you most.

Use the materials **during** the broadcast to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Dr. Bennis via fax, telephone, and/or email. Dr. Bennis will speak for the first hour and then respond to questions for the next 30 minutes. Your submission of questions is critical to the success of the program.

Most importantly, use the materials **after** the broadcast to help you implement the principles and techniques as you lead your organization. Apply and hone the six competencies to help increase your leadership capability and the effectiveness of your organization. Use the materials as your ongoing source of renewal, energy, and direction.

About Linkage

Linkage, Inc. is a global organizational development company that specializes in leadership development. Serving the public and private sectors, the Company provides clients around the globe with integrated solutions that include strategic consulting services, customized on-site training experiences, tailored assessment services, and benchmark research.

With a relentless commitment to learning, Linkage also offers a full range of conferences, institutes, summits, public workshops, and distance learning programs on leading-edge topics in leadership, management, HR, and OD. More than 100,000 leaders and managers have attended such a Linkage program since the Company's founding in 1988.

Linkage is headquartered in Burlington, Massachusetts, with regional offices in Minneapolis, Atlanta, San Francisco, London, and Brussels. On two occasions, Linkage has been named to the Inc. 500, a list of the fastest-growing private companies in the United States.

Upcoming Events

Join us for these upcoming broadcasts:

May 25, 2004 (11:00am - 12:30pm Eastern Time/4:00pm – 5:30pm GMT)

Tom Peters - *Leadership and Change*

June 22, 2004 (11:00am - 12:30pm Eastern Time/4:00pm – 5:30pm GMT)

Stephen Covey – *Unleashing Human Potential*

Speakers confirmed for our 2004 Fall Excellence in Management & Leadership Series are listed below. Specific topics, a complete schedule, and a fifth speaker will be announced shortly.

Richard Branson, Founder and CEO of Virgin Corporation

General Tommy Franks, Four Star General, Former Commander and Chief, U.S. Central Command

Mikhail Gorbachev, Former President of the Soviet Union and 1990 Nobel Peace Prize Laureate

Henry Mintzberg, Award-winning Author, Professor, and Management Guru

TABLE OF CONTENTS

About Linkage.....	2
Upcoming Events	2
TABLE OF CONTENTS.....	3
SECTION 1: PROGRAM MATERIALS	4
Introduction and Basic Premise.....	5
Question-and-Answer Session.....	5
When the Session Has Concluded.....	5
Pre-Broadcast Reading: The History of Leadership Research	7
Pre-Broadcast Activity: Leadership Inventory	9
During The Program	12
Notes on The Six Competencies of Exemplary Leaders	13
Post-Broadcast Activities.....	17
Books Written, Co-Written, or Edited by Warren Bennis	22
SECTION 2: PRESENTATION OVERHEADS AND FORMS.....	25
Presentation Overheads.....	26
Question Sheet.....	37
Evaluation Form	38

SECTION 1

PROGRAM MATERIALS

Introduction and Basic Premise

Mining decades of leadership research, past and present examples of leadership behaviors, and personal insight, Dr. Warren Bennis extracts six competencies that define exemplary leadership. Exemplary leaders - regardless of industry or company size - have mastered six capabilities that enable them to create and lead teams that are stronger, more capable, more effective, more efficient, and more loyal than typical teams.

Exemplary leaders create organizations that are:

- Aligned on purpose; a strong culture that is reliable and unwavering in its mission
- Empowered; a committed workforce is capable and commissioned to act with energy and force
- Forever learning; an inquisitive workforce finding or making a better way, where mistakes are learning opportunities and the organization is resilient, persistent, and ever-hopeful
- Steeped in candor; a high degree of trust in leadership comes through credibility, integrity, authenticity, and transparency
- Rich in intellectual and human capital; a self-renewing organization in which leaders at all levels are developed resulting in a capable and loyal workforce
- Confident and proud; proud not only of the results they achieve, but proud to be known as a member of the organization

In his presentation, Dr. Bennis explains the six competencies required to achieve the above results.

Question-and-Answer Session

Dr. Bennis will dedicate the last 30 minutes of his live broadcast to answer your questions. Complete the Question Form on page 37 of this participant guide and:

- If you are participating in the live presentation of this program, fax, e-mail, or call in your questions using the instructions on the Question Form. Your seminar coordinator may collect your questions and send them in collectively.
- If you are participating in a recorded presentation of this program, share your questions with your seminar coordinator to be answered during your post-broadcast activities.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs – and we rely on you to help make this happen. Please complete the program evaluation form on the last page of this guide or online at: http://www.linkageinc.com/disl/satellite_evals.shtml.

- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended post-broadcast activities that begin on page 17 of this participant guide.

Pre-Broadcast Reading: The History of Leadership Research

Leaders – and all that comprises effective leadership – have been the subject of discussion for millennia. While Greek philosophers Plato and Plutarch are perhaps the first leadership theorists to be mentioned in history, one can easily envision even our prehistoric ancestors sitting around a fire debating who among them should assume the mantle of group leader – and perhaps even arguing why this particular leader was preferable to that one.

Especially in the last century, significant research has been undertaken to explain what makes for an effective leader. Understanding these leadership models – and their rise and fall in practice – is a useful backdrop for Dr. Bennis' work in transformational leadership.

First, let's look historically at the progression of leadership theories in the past century:

- 1900s: "great man" theory. Leaders are born. Leadership is an innate ability. How do we identify who is born to lead?
- 1930s: group theory. How does leadership emerge and develop in small groups?
- 1940s-50s: trait theory. What traits and characteristics are common to all leaders? Who ARE leaders?
- 1950s-60s: behavior theory. What key behavioral patterns result in leadership? What do leaders DO?
- 1960s-70s: contingency/situational. Effective leadership behavior varies with the situation. Which leadership behaviors succeed in specific situations?
- 1980s-90s: excellence. What interaction of traits, behaviors, key situations, and group facilitation allows people to lead organizations to excellence?
- 1990s-2000s: interdependence. In addition to the interaction of traits, behaviors, key situations, and group facilitation, how do followers impact leadership? (Note that this period will be known as the "Leadership Traits of [Your Favorite Character Here] Age" as it seems that every famous character from Santa Claus to Attila the Hun to Charlie Brown was written up for their leadership traits.)

Over the years, leadership theorists shifted their thinking, largely in response to the emergence of an educated working class, increased communication, and the increasing ubiquity of the knowledge worker. As illustrated in the chart below, leadership theories have moved:

From	To
Looking at a "one-size-fits-all" leader	Leadership behaviors that vary depending upon the situation
Focusing on leadership traits	Focusing on leadership behaviors
Ignoring the impact of followers	Recognizing the critical importance of followers and other elements that impact leadership

"In leadership, character counts."

The problem with many of the earlier explorations into leadership was they failed to define the subject of leadership. Is leadership the study of influence? Relationships? Power? Communication? Charisma? Character? Are we talking about political leaders? Religious leaders? Community leaders? Business leaders?

Dr. Warren Bennis was among the first to draw a line in the sand differentiating leaders from managers. He stated in his book, On Becoming a Leader, "Managers are people who do things right, while leaders are people who do the right thing." In this single statement, Bennis clarified leadership. Bennis further articulates the important distinction between management and leadership:

The Manager...	The Leader...
Administers	Innovates
Is a copy	Is an original
Maintains	Develops
Accepts reality	Investigates reality
Focuses on systems and structure	Focuses on people
Relies on controls	Inspires trust
Asks how and when	Asks what and why
Maintains a short-term view	Holds a long-term view
Keeps an eye on the bottom line	Keeps an eye on the horizon
Imitates	Originates
Accepts the status quo	Challenges it
Does things right	Does the right thing

Note that Bennis is not denigrating management in order to ennoble leadership. As Joseph C. Rost writes in his book, Leadership for the Twenty-first Century, "People love to work for well-organized managers who facilitate getting the job done by coordinating the work of various people..." Organizations need effective managers in order to maintain operations, fulfill orders, make sales, and provide customer service. Management skills are critical to the success of the company.

"..the very factors that make a person a great leader are the same ones that make him or her a successful, healthy human being."

At the same time, organizations need leaders to clarify direction, set the pace, inspire, and create an organization where employees are empowered and motivated to go beyond what is expected. If management is a job, leadership is life. In researching Bennis' latest book, Geeks & Geezers, coauthor Robert Thomas found that leaders exhibited leadership characteristics, behaviors, and competencies whether they were in an executive suite or in a POW camp in Vietnam. Leaders, Thomas discovered, "were the same people on the job and off. They used every situation they encountered as a practice field and they mined every experience for insight about themselves and the people and world around them. **Leading is not only what they did, it was who they were.**"

Pre-Broadcast Activity: Leadership Inventory

What are YOUR leadership strengths? Where might you benefit from skills improvement? Find out by answering each of the statements from the perspective of those you lead – how might THEY rate you on each of the statements below?

As my leader, I feel that you:	Write your score: 0=Rarely, 1=Infrequently, 2=Sometimes, 3=Usually, 4=Often, 5=Always					
1. Create a sense of mission and purpose.						
2. Engage and motivate me and others.						
3. Build an organization that can adapt, change, and grow.						
4. Generate and sustain trust in yourself and the company.						
5. Develop leaders.						
6. Get results.						
7. Set a direction that is vivid, illuminating, and inspiring.						
8. Inspire me with your passion.						
9. Foster a sense of resilience, persistence, and hope.						
10. Are authentic; you have a high degree of integrity.						
11. Acknowledge and reinforce leadership traits in others.						
12. Demonstrate a bias towards action.						
13. Provide a clear vision rich with purpose and significance.						
14. Engage me by communicating ceaselessly.						
15. Anticipate and encourage change.						
16. Communicate openly and honestly.						
17. Seek out and develop talent within the organization.						
18. Take appropriate risks to move the organization forward.						
Total the three numbers in each column. This number reflects your <u>ACTIONS</u> as a leader.						
	A	B	C	D	E	F

Continue the inventory on the next page.

Respond to the following statements as an objective observer looking into your organization.	Write your score: 0=Rarely, 1=Infrequently, 2=Sometimes, 3=Usually, 4=Often, 5=Always					
19. I see a strong sense of culture and alignment. People know what they're doing and why. They can be counted on to do what they know they should do.						
20. I see a workforce that is energetic. Employees are committed to the success of the organization and feel empowered to contribute to that success.						
21. I see a learning organization: employees who know how to solve problems – believe in their own capabilities to solve the unsolvable. Workers are resilient and hopeful.						
22. I see a culture of candor and openness. People trust each other and their leaders. Leaders are honest and there exists a transparency in their communication.						
23. I see a conscious effort to increase the intellectual and human capital of the organization. Coaching, mentoring, and self-development are rampant. Employees are loyal.						
24. I see an organization that gets the job done. As a result, workers are confident and proud to count themselves as an important member of this organization.						
Carry down the number in each column. This number reflects the <u>RESULTS</u> of your leadership.						
	A	B	C	D	E	F

Interpret the inventory results on the next page.

Interpreting the Results

Each column (A-F) represents a different leadership competency as indicated in the following chart. For each competency, first write in the first column the total ACTION score from page 9. Then transfer to the second column the RESULT score from page 10.

Competency	Action Score (#1-18)	Result Score (#19-24)
A = Create a sense of mission		
B = Engage and motivate others		
C = Build an adaptive and agile social architecture		
D = Generate and sustain trust		
E = Develop leaders		
F = Get results		

1. Based on the **Action** Score, what are your top two leadership strengths?

2. Based on the **Action** Score, what two areas need the most development?

3. Based on the **Result** Score, what are your top two leadership strengths?

4. Based on the **Result** Score, what two areas need the most development?

This completes the leadership inventory.

During The Program

- Participate!
- Submit questions to be addressed by Dr. Bennis during the question-and-answer session. He will speak for the first hour and then respond to questions for the next 30 minutes, so again, your submission of questions is critical to the success of the program. To submit questions, complete the Question Sheet found on page 37, submit an e-mail, or call in when prompted during the program.
- Dr. Bennis asks that you simply follow along with the presentation and subsequent questions and answers. If you wish, use the following pages to take notes on points important to you.
- Dr. Bennis has graciously provided the overheads that he is using in the presentation. These overheads are found in Section 2. You may wish to use these overheads as you apply the concepts on the job.

"The manager asks how and when; the leader asks what and why."

"Failing organizations are usually over-managed and under-led."

Notes on The Six Competencies of Exemplary Leaders

[illegible]

"Leadership is the wise use of power. Power is the capacity to translate intention into reality and sustain it."

"The most dangerous leadership myth is that leaders are born - that there is a genetic factor to leadership. This myth asserts that people simply either have certain charismatic qualities or not."

That's nonsense; in fact, the opposite is true. Leaders are made rather than born."

More notes

[illegible]

"Leaders must encourage their organizations to dance to forms of music yet to be heard."

"Trust is the lubrication that makes it possible for organizations to work."

More notes

[illegible]

"There are two ways of being creative. One can sing and dance. Or one can create an environment in which singers and dancers flourish."

"Great things are accomplished by talented people who believe they will accomplish them."

More notes

[illegible]

Post-Broadcast Activities

Complete and submit the program evaluation form found on the last page of this guide or online at: http://www.linkageinc.com/disl/satellite_evals.shtml.

Activity 1: Self-Reflection and Discussion

- Which of the six competencies had special impact for you? Why?

- Consider the competency: Create a sense of mission. Do your employees have a sense of mission? What is it? Is it “vivid, illuminating, and inspiring”? How might you increase the significance of the mission?

- Consider the competency: Engage and motivate others. How have you engaged and motivated others? Are your people passionate about their work? Do they embrace it as their own? What might you do to improve the motivation and involvement of those around you?

- Consider the competency: Build an adaptive and agile social architecture. What have you done to build resilience in the organization? How do you help people survive and thrive in a world of constant change?

*“One person with passion
unleashed can
accomplish more than 99
people with mere
enthusiasm enabled.”*

Entelechy, Inc.

"A man is the sum of his actions, of what he has done, of what he can do, nothing else."

Mahatma Gandhi.

"Never confuse motion with action."

Benjamin Franklin.

- Consider the competency: Generate and sustain trust. How have you built trust? When have you lost trust? Do people trust you? Do you trust your people? What could you start doing or stop doing to increase trust?

- Consider the competency: Develop leaders. What are you doing to develop leaders in your organization? What else could you be doing?

- Consider the competency: Get results. What results are you especially proud of? Where might you improve?

People may not remember how fast you did a job - but they will never forget how well you did it.

Activity 2: Leadership Log

In his book, *Geeks & Geezers*, Dr. Bennis states, “leadership is life.” Leadership is how we live each day. Exemplary leaders can identify what they do that causes people to follow, teams to thrive, departments to develop, and organizations to succeed. They consciously demonstrate and develop the six leadership competencies.

Like an athlete, keep a running log of your leadership competency development. You may wish to photocopy this page and create a leadership log to track your progress over 21 days.

Today is: _____

Competency	Comments and Today's Score: 0=Rarely, 1=Infrequently, 2=Sometimes, 3=Usually, 4=Often, 5=Always
Created a sense of mission	
Engaged and motivated others	
Built an adaptive and agile social architecture	
Generated and sustained trust	
Developed leaders	
Got results	

Tomorrow I will work on: _____

After 21 days, retake the Leadership Inventory on pages 9 through 11 of this guide to identify your improvements.

Welcome challenge.

*The harder the conflict,
the more glorious your
victory.*

*The more difficult the
challenge, the richer the
rewards.*

Activity 3: Find a Leadership Partner

Leaders are in a unique situation. Often times, leadership is a lonely and difficult job. While effective leaders encourage and foster dialogue and input, rarely do leaders have someone with whom they can discuss leadership.

The purpose of this exercise is to identify and join with another leader to discuss leadership competencies and strategies. Use the following questions to guide your sessions.

- What leadership competencies have you demonstrated that made you feel especially proud this week?

- What were the results of your leadership?

- What might have you done more of – or done better – as a leader? What might you have done differently?

- What leadership competency challenged you most? What might you do to address the challenge?

*Often people complain
that they just weren't
given the opportunity.*

*Want more opportunity?
Tackle more problems.*

*Want a bigger
opportunity?
Go after a bigger
problem.*

*Don't have enough
problems of your own?
Go solve one of your
boss's problems.*

Final Activity: Action Planning

- Your leadership competency development begins today. Picture yourself six months from now. You're reflecting with a sense of pride and satisfaction on what you've accomplished since the broadcast. As you look back, what one thing brings you the most pride?

- Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?

- What do you need to do by the end of this month?

- What do you need to do by the end of this week?

- What do you need to do tomorrow?

*"You'll learn more about
a road by traveling it than
by consulting all the
maps in the world."*

Hannibal

Books Written, Co-Written, or Edited by Warren Bennis

The following books are written, co-written, or edited by Warren Bennis:

- 21st Century Organization: Reinventing Through Reengineering (Warren Bennis Executive Briefing Series), Michael Mische, Warren Bennis. Jossey Bass Wiley, 1995.
- The Age of Unreason, Warren Bennis, Charles Handy. Harvard Business School Press, 1991.
- American Bureaucracy, Bennis, Warren G Bennis. Transaction Publishers, 1980.
- Beyond Bureaucracy: Essays on the Development and Evolution of Human Organization (Jossey-Bass Management Series), Warren Bennis. Jossey Bass Wiley, 1993.
- Beyond Leadership: Balancing Economics, Ethics and Ecology (Developmental Management), Warren Bennis, Jagdish Parikh, Ronnie Lessem. Blackwell Publishers, 1994.
- Coach to Coach: Business Lessons from the Locker Room (The Warren Bennis Executive Briefing Series), John Robinson. Jossey Bass Wiley, 1995.
- Co-Leaders: Who Wields the Real Power in Organizations Today?, Dave Heenan, Warren Bennis. John Wiley Sons Inc., 1999.
- Co-leaders: The Power of Great Partnerships, David A Heenan, Warren G Bennis. Wiley, 2000.
- The Corporate Culture Survival Guide, Warren Bennis, Edgar H Schein. Jossey Bass Wiley, 1999.
- Double Lives: Crafting Your Life of Work & Passion for Untold Success, Warren Bennis, David Heenan. Davies Black Publishing, 2002.
- Douglas McGregor, Revisited - Managing the Human Side of the Enterprise, Gary Heil, Warren Bennis, Deborah Stephens. John Wiley Sons Inc., 2000.
- Driven: How Human Nature Shapes Our Choices (Warren Bennis Signature), Paul Lawrence, Nitin Nohria. Jossey Bass Wiley, 2002.
- The Emotionally Intelligent Workplace: How to Select For, Measure, and Improve Emotional Intelligence in Individuals, Groups, and Organizations, Cary Cherniss, Daniel Goleman, Warren Bennis. Jossey Bass.
- Fabled Service: Ordinary Acts, Extraordinary Outcomes (Warren Bennis Executive Briefing Series), Betsy Sanders, Warren Bennis. Jossey Bass Wiley, 1996.
- The Future of Leadership: Today's Top Leadership and Thinkers Speak to Tomorrows Leaders, Warren Bennis, Gretchen Spreitzer, Thomas Cummings. Jossey Bass Wiley, 2001.
- Geeks and Geezers: How Era, Values and Defining Moments Shape Leaders, Warren Bennis, Robert J Thomas. Harvard Business School Press, 2002.

- Global Leadership: The Next Generation, Warren Bennis, Marshall Goldsmith, Cathy Greenberg, Alastair Robertson, Maya Hu Chan, John O Neil. Penguin Books Nz Ltd., 2003.
- Human Side of Enterprise, Warren Bennis, Douglas McGregor. McGraw Hill Education, 1985.
- Intelligent Organization: Engaging the Talent and Initiative of Everyone in the Workplace, Warren Bennis, Gifford Pinchot, Elizabeth Pinchot. Berrett Koehler Publishers Inc., 1996.
- An Invented Life: Reflections on Leadership and Change, Warren Bennis. Perseus Publishing, 2004.
- Leaders on Leadership: Interviews with Top Executives (The Harvard Business Review Book Series), Warren Bennis. Harvard Business School Press, 1991.
- Leaders: Strategies for Taking Charge, Warren Bennis, Burt Nanus. Harpercollins, 2004.
- Leadership and Motivation: Essays, Douglas McGregor, Warren Bennis, Edgar Schein. The MIT Press, 1966
- Learning to Lead: A Workbook on Becoming a Leader, Warren Bennis, Joan Goldsmith. Perseus Publishing, 1997.
- Leveraging People and Profit: Hard Work of Soft Management, Warren Bennis, Bernard A Nagle, Perry Pascarella. Butterworth Heinemann, 1997.
- Managing the Dream, Warren G Bennis. Perseus Books, 2000.
- Managing Globalization in the Age of Interdependence (Warren Bennis Executive Briefing Series), George C Lodge. Jossey Bass Wiley, 1995.
- Managing People Is Like Herding Cats, Warren Bennis. Atlantic Books, 1997.
- Maslow on Management, Warren Bennis, Abraham Maslow. John Wiley Sons Inc., 1998.
- Off the Chart Results, Warren Bennis, James Kouzes, Margaret Wheatley. Insight Pub Co., 2003.
- Old Dogs, New Tricks: Warren Bennis on Creative and Collaborative Leadership, Warren Bennis. Kogan Page, 2000.
- On Becoming a Leader, Warren Bennis. Addison Wesley, 1989.
- Organization Development: Its Nature, Origins, and Prospects, Warren Bennis. Addison Wesley Longman Publishing Co., 1969.
- Organizing Genius: The Secrets of Creative Collaboration, Charles Handy, Warren Bennis, Patricia Biederman. Perseus Publishing, 1997.
- Personal and Organizational Change, Edgar H Schein, Warren Bennis. Wiley, 1965.
- The Planning of Change, Warren Bennis, Kenneth Dean Benne. Thomson Learning, 1985.
- Reinventing Leadership: Strategies to Empower the Organization, Warren Bennis, Robert Townsend. Egmont Books, 1995.

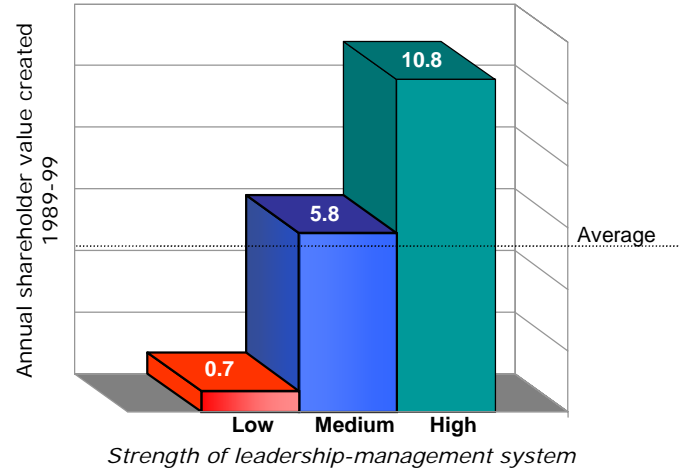
- Results-based Leadership, Warren Bennis, Dave Ulrich, Jack Zenger, Norman Smallwood. Harvard Business School Press, 1999.
- The Secret of a Winning Culture: Building High-Performance Teams, Warren Bennis, Larry E Senn, John R Childress. Leadership Press, 1999.
- Self-esteem at Work: How Confident People Make Powerful Companies (Warren Bennis Books), Warren Bennis, Nathaniel Branden. Jossey Bass Wiley, 1998.
- Taking Charge Lessons in Leadership, Jim Kouzes, Jim Tunney, Warren Bennis. Insight Pub Co., 2004.
- The Temporary Society, Warren G Bennis, Philip E Slater. Jossey Bass Wiley, 1998.
- The Unreality Industry: The Deliberate Manufacturing of Falsehood and What It Is Doing to Our Lives, Ian I. Mitroff, Warren Bennis. Oup Australia and New Zealand, 1993.
- Why Leaders Can't Lead: The Unconscious Conspiracy Continues, Warren Bennis. Jossey Bass Wiley, 1997.

SECTION 2

PRESENTATION OVERHEADS AND FORMS

Effective Leadership Supply Generates Value for Shareholders

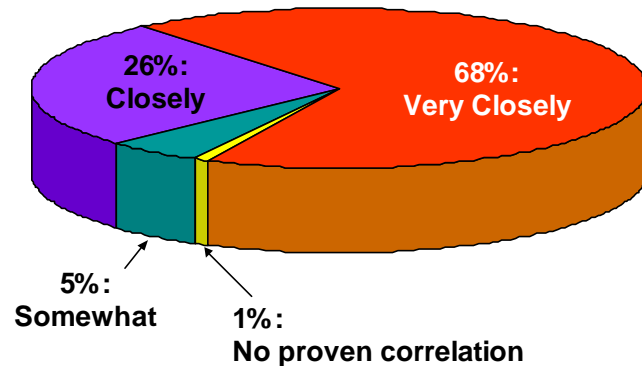
Source: Bain & Co.



Presentation © Warren Bennis. All Rights Reserved. Not to be reproduced, retransmitted, redistributed, or repurposed in any form without the express written consent of Warren Bennis.

3

How closely do you link strong corporate performance to having top management talent in the right positions all the time?



Source: Bain & Co.

Presentation © Warren Bennis. All Rights Reserved. Not to be reproduced, retransmitted, redistributed, or repurposed in any form without the express written consent of Warren Bennis.

•

What Do the Following Leaders Have in Common?

KOFI ANNAN
SUSAN B. ANTHONY
MARY KAY ASH
ATTILA the HUN
JEFF BEZOS
TONY BLAIR
JOHN BROWNE
GEORGE W. BUSH
ANDREW CARNEGIE
JACQUES CHIRAC
KING DAVID
THOMAS EDISON
DWIGHT EISENHOWER
MICHAEL EISNER
CARLY FIORINA
HENRY FORD
ROBERT GALVIN

MOHANDAS GANDHI
JOHN GARDNER
BILL GATES
LOUIS GERSTNER
ANDY GROVE
ADOLF HITLER
NOBUYUKI IDEI
LEE IOCOCCA
JEFF IMMELT
THOMAS JEFFERSON
STEVE JOBS
JOHN XXIII
JFK
MARTIN LUTHER KING, JR.
HELMUT KOHL
JUNICHIRO KOIZUMI
ABRAHAM LINCOLN
NELSON MANDELA

GEORGE C. MARSHALL
MAHATHIR MOHAMED
RUPERT MURDOCH
J. ROBERT OPPENHEIMER
DAVE PACKARD
GEORGE C. PATTON
COLIN POWELL
FRANKLIN RAINES
RONALD REAGAN
JOHN D. ROCKEFELLER
ANITA RODDICK
FDR
SITTING BULL
ARTHUR SULZBURGER JR.
SAM WALTON
GEORGE WASHINGTON
JACK WELCH
MEG WHITMAN

Presentation © Warren Bennis. All Rights Reserved. Not to be reproduced, retransmitted, redistributed, or repurposed in any form without the express written consent of Warren Bennis.

5

CALVIN AND HOBBS by Bill Watterson



CALVIN AND HOBBS © 1995 Watterson. Dist. by UNIVERSAL PRESS SYNDICATE. Reprinted with permission. All rights reserved.

Presentation © Warren Bennis. All Rights Reserved. Not to be reproduced, retransmitted, redistributed, or repurposed in any form without the express written consent of Warren Bennis.

6

Competency #1: Create a Sense of Mission

Competency	Components	To Create
<u>Create</u> a sense of <u>mission</u>	<ul style="list-style-type: none"> • Clear vision endowed with purpose and significance. • Set <u>direction</u>: vivid, illuminating, inspiring 	ALIGNMENT Strong culture Reliability

Highest Level of Favorable Results

	<u>% Fav</u>
4. The work I do supports <u>Medtronic mission</u>	92 Mission/Strategy
2. Understand <u>Medtronic's Mission</u>	90 Mission/Strategy
3. <u>Medtronic mission consistent with personal values</u>	84 Mission/Strategy
70. <u>I am proud</u> to tell people I work for <u>Medtronic</u>	84 Co/Job Sat
62. <u>Career growth</u> is <u>my</u> responsibility	84 Emp Devt
69. <u>I have confidence</u> in the future of <u>Medtronic</u>	81 Co/Job Sat
26. Use learnings from experience to improve	81 Op Eff
71. <u>I am satisfied with Medtronic as a place to work</u>	79 Co/Job Sat
42. Co-workers <u>cooperate</u> to get job done	79 Collab Env
6. Understand my organization's goals/priorities	76 Mission/Strategy

Presentation © Warren Bennis. All Rights Reserved. Not to be reproduced, retransmitted, redistributed, or repurposed in any form without the express written consent of Warren Bennis.

9

Competency #3: Build an Adaptive and Agile Social Architecture

Competency	Components	To Create
Build an adaptive and agile social architecture	<ul style="list-style-type: none"> • “Hardiness”: Resilience, Persistence, Hope • “First class noticer” • Reflective, Creative 	LEARNING ORGANIZATION



“The mistake we made was we saw only what was legally acceptable in the U.S. You’ve got to be able to look at things through their eyes.”

“Every problem we’ve had can be traced to a singular cause: We neglected our relationships. You need a network to prevent the danger that people will stop telling you things. I don’t just want to hear good news.”

Believe you can change the world.
Work quickly, keep the tools unlocked, work whenever.
Know when to work alone and when to work together.
Share -- tools, ideas. Trust your colleagues.
No politics. No bureaucracy.
(These are ridiculous in a garage.)
The customer defines a job well done.
Radical ideas are not bad ideas.
Invent different ways of working.
Make a contribution every day.
If it doesn’t contribute,
it doesn’t leave the garage.
Believe that together we can do anything.
Invent.



Carly Fiorina
Chairman/CEO, HP

“We plan to accelerate the pace of the entire company. As a company engaged in transforming its industry for the Internet era, we must have the organizational ability to operate at Internet speed. We’re going to increase efficiency at Compaq, delivering quick responses to business demands, promptly meeting the needs of every customer and keeping us well ahead of the market at all times. We must remain intimately connected to our markets and customers.”

- Ben Rosen, Chairman, Compaq (Wall Street Journal, 4/20/99)



COMPAQ
Eckhard Pfeiffer

Competency #4: Generate and Sustain Trust

Competency	Components	To Create
<u>Generate</u> and <u>sustain</u> trust	<ul style="list-style-type: none"> Organizational "Voice" Personal "Voice" (<i>integrity, authenticity, self-awareness</i>) 	CULTURE OF CANDOR Trust, Transparency

Organizational Voice

Competence _____

Constancy _____

Caring _____

Congruity _____

Candor _____



The New York Times

ON THE WEB

A 'Yes, Lord Black' Board Says 'No'

"Whatever the outcome of the Delaware Chancery Court trial that begins Wednesday in the dispute between Hollinger International, the newspaper company, and its former chairman, Conrad M. Black, there can be no disputing this: In recent years the board gave Lord Black considerable latitude in managing and intermingling the company's business affairs with his own."

-- *NY Times*,
February 16, 2004



Candor:

- ___ My organization encourages people to take the time to communicate openly, even about difficult issues.
- ___ My organization provides training and development for the skills needed to engage in open communication.
- ___ There is very little fear of speaking openly about issues.
- ___ People respect different viewpoints and individual differences.
- ___ Dissent and questioning are encouraged.
- ___ People tend to be real, not superficial.

**Personal Voice**

**Personal Integrity:
It's All About Character**
BE**KNOW**

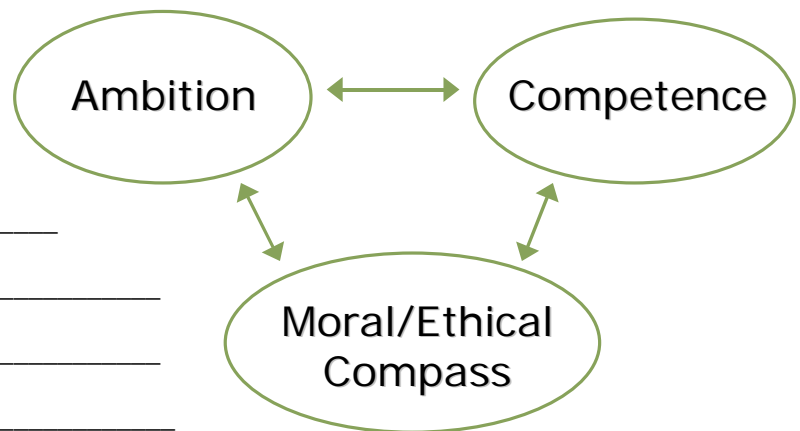
"I have often thought that the best way to define a man's character would be to seek out the particular mental or moral attitude in which, when it came upon him, he felt himself most deeply and intensively active and alive. At such moments, there is a voice inside which speaks and says, 'This is the real me.'"

- William James,
Letters of William James

DO

Presentation © Warren Bennis. All Rights Reserved. Not to be reproduced, retransmitted, redistributed, or repurposed in any form without the express written consent of Warren Bennis.

Tripod of Integrity

**Competency #5: Develop Leaders**

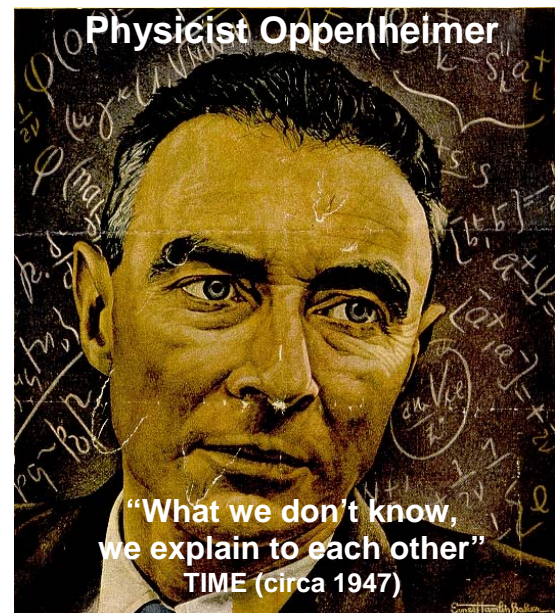
Competency	Components	To Create
Develop Leaders	<ul style="list-style-type: none"> • Develop Self • Coaching/Mentoring • Power of Acknowledgement • "Knowing" 	INTELLECTUAL AND HUMAN CAPITAL Loyal and creative workforce

"His style, the poetic vision of what we were doing, of life, of a relationship to people, inflamed me. In his presence I became more intelligent, more vocal, more intense, more prescient, more poetic myself."

- Robert Wilson - Physicist - Manhattan Project

"He created an atmosphere of excitement, enthusiasm, high intellectual and moral purpose that still remains with those who participated as one of the great experiences of their lives."

- I.I. Rabi - Physicist - Nobel Laureate - Manhattan Project



Material on this page © Warren Bennis. All Rights Reserved.

Not to be reproduced, retransmitted, redistributed, or repurposed in any form without the express written consent of Warren Bennis.

Trust

“You must love those who you lead before you can be an effective leader. You can certainly command without that sense of commitment, but you cannot lead without it; and without leadership, command is a hollow experience – a vacuum often filled with mistrust and arrogance. Our mentors understood that mistrust and arrogance are antithetical to inspired and inspiring leadership – breeding discontent, fostering malcontents, and confusing intent with force. And so our mentors worked to reestablish that most important of virtues in our army: trust.”

ERIC K. SHINSEKI
U.S. Army Chief of Staff
Farewell Address, June 11,'03



Competency #6: Get Results

Competency	Components	To Create
<u>Get</u> Results	<ul style="list-style-type: none">• Bias toward action• Appropriate risk-taking	CONFIDENT AND PROUD WORKFORCE

*“You miss
100% of the
shots you
don’t take.”*

- Wayne Gretzky



The Six Competencies of Exemplary Leadership

Competencies	Components	To Create
<u>Create</u> a sense of <u>mission</u>	<ul style="list-style-type: none"> • Clear vision endowed with purpose and significance. • Set <u>direction</u>: vivid, illuminating, inspiring 	ALIGNMENT Strong culture Reliability
<u>Engage</u> and <u>motivate</u> others	<ul style="list-style-type: none"> • Passion • Meaning • Ceaseless communication 	EMPOWERMENT Energetic, committed workforce
<u>Build</u> an <u>adaptive</u> and <u>agile</u> social architecture	<ul style="list-style-type: none"> • “Hardiness”: Resilience, Persistence, Hope • “First class noticer” • Reflective, Creative 	LEARNING ORGANIZATION
<u>Generate</u> and <u>sustain</u> trust	<ul style="list-style-type: none"> • Organizational “Voice” • Personal “Voice” (<i>integrity, authenticity, self-awareness</i>) 	CULTURE OF CANDOR Trust, Transparency
<u>Develop</u> Leaders	<ul style="list-style-type: none"> • Develop Self • Coaching/Mentoring • Power of Acknowledgement • “Knowing” 	INTELLECTUAL AND HUMAN CAPITAL Loyal and creative workforce
<u>Get</u> Results	<ul style="list-style-type: none"> • Bias toward action • Appropriate risk-taking 	CONFIDENT AND PROUD WORKFORCE

Question Sheet

Use this form to write your question for Dr. Bennis for discussion. Please write legibly.

Name (optional):

Organization:

Location:

Your question (25 words or fewer):

Fax 1.877.892.0170 (from within U.S.)

Fax 646.349.3661 (from outside U.S.)

Email: *leadership2004@linkage-inc.com*

Tel 1.800.489.8814 (from within U.S.)

Tel 801.303.7412 (from outside U.S.)

LINKAGE MANAGEMENT & LEADERSHIP EVALUATION FORM

The Six Competencies of Exemplary Leadership Featuring Warren Bennis

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.

NAME _____ TITLE _____

ORGANIZATION _____

Please indicate functional area (only circle one):

Finance Human Resources/Organizational Development Manufacturing/Operations Marketing R&D Sales
Other (specify) _____

How many people do you have reporting to you (include all levels)? Number: _____

Please indicate your job level (only circle one):

☐ President or Officer ☐ Vice President ☐ Director ☐ Manager/Supervisor ☐ Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
The length of the presentation was ideal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a result of participating in this program, I will be more effective in my role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The participant materials were useful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Q&A session was valuable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2) Please give a general overall comment about the program.

3) Any suggestions on what we can do to improve?

4) May we use any of these comments for promotional purposes (including name and organization)? Y N

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session? Rating: _____

6) Which speakers are you most interested in seeing at the next Linkage Excellence in Leadership & Management Series? (*Please rate your top five, "1" being most interested*)

___ James Champy
___ Deborah Tannen
___ Steve Jobs
___ Philip Knight
___ Edgar Shein
___ Carly Fiorina

___ Warren Dell
___ Maya Angelou
___ Francis Hesselbein
___ John Scully
___ Warren Bennis
___ Robert Kaplan

___ Margaret Wheatley
___ Warren Porter
___ Bill George
___ Meg Whitman
___ Chris Argyris
Other _____

PLEASE RETURN THIS FORM TO YOUR SITE COORDINATOR OR FAX TO 781.402.5556.